

Managerial Competencies and Effectiveness of Local Government Agencies in Maha Sarakham: Towards Smart Local Governance

Ntapat Worapongpat*

Eastern Institute of Technology Suvarnabhumi (EIT)

and Faculty of Humanities and Social Sciences, Rajabhat Maha Sarakham University (RMU)

*Corresponding author, email: dr.thiwat@gmail.com

Received: 3 Mar 2026, Revised: 28 Mar 2026, Accepted: 12 Apr 2026

Abstract

Managerial competencies and effectiveness of local government agencies in Maha Sarakham are under increasing pressure to modernize administrative systems while maintaining public trust and community engagement. This study aims to examine the relationships between managerial competencies and organizational effectiveness in the context of smart local governance. Data were collected from 385 local government personnel, including both executives and operational staff, using stratified random sampling. A structured questionnaire (IOC = 0.80 – 1.00; Cronbach's α = 0.891) was employed. Data were analyzed using descriptive statistics, Pearson's correlation, and stepwise multiple regression analysis. The results indicated that managerial competencies were perceived at a high level, particularly in transparency and communication and relationship building. Organizational effectiveness was also rated at a high level, especially in sustainability and ICT utilization, while data management and analytics showed relatively lower performance. Significant positive relationships were found between managerial competencies and organizational effectiveness ($r = 0.536 - 0.831$, $p < 0.01$). Transparency, public service effectiveness, and strategic thinking were identified as significant predictors, explaining approximately 80.4% of the variance in organizational effectiveness. These findings suggest that transparency, communication, and service-oriented competencies play a critical role in enhancing the effectiveness of local government agencies. Strengthening data management and analytical capabilities is essential for advancing toward smart and sustainable local governance.

Keywords: Managerial competencies, Organizational effectiveness, Smart local governance, Transparency, Communication and relationship building

Introduction

In recent years, the digital transformation of public administration has significantly reshaped how local governments deliver services, manage resources, and engage with citizens (Kulthida Srattha Krang et al., 2024). Information and communication technologies are no longer viewed merely as administrative tools but as key mechanisms for enhancing efficiency, transparency, and public value creation (Worapongpat et al., 2025). Within this context, the concept of smart local governance has emerged as an important framework for improving the performance and sustainability of local administrative organizations (Nua-amnat et al., 2021). Despite its growing importance, the transition toward smart local governance remains uneven, particularly in provincial contexts (Niyomthanawat & Worapongpat, 2025).

Previous studies have emphasized that managerial competencies play a crucial role in enabling local government executives to respond effectively to technological change and increasing organizational complexity (Worapongpat, 2025q). In contrast to general leadership concepts (Worapongpat, 2025a), managerial competencies focus on specific, measurable capabilities such as strategic thinking, communication and relationship building (Worapongpat, 2025g), public service effectiveness, and transparency that directly influence administrative performance (Worapongpat, 2025p). These competencies are especially relevant in the context of smart governance, where coordination, data use, and citizen engagement are essential (Phimkoh et al., 2015).

However, empirical evidence indicates that many local government agencies still lack clearly defined competency frameworks that align managerial capabilities with the operational demands of digital governance and service innovation (Worapongpat, 2025o). Moreover, prior research has often examined leadership characteristics and organizational performance separately, resulting in a limited understanding of how specific managerial competencies contribute to measurable organizational outcomes (Worapongpat, 2025m, Worapongpat, 2025n). This gap highlights the need for empirical studies that integrate competency-based perspectives with organizational effectiveness in a coherent analytical framework.

This issue is particularly evident in provincial local governments in Thailand, where administrative conditions differ significantly from those in metropolitan areas.

These organizations often face constraints related to limited resources, uneven digital infrastructure (Worapongpat, 2025b) and varying levels of citizen participation. Maha Sarakham Province represents a relevant case, as it combines strong educational institutions and active community networks with ongoing challenges in digital service integration, interdepartmental coordination, and the effective use of data in decision-making processes (Worapongpat, 2025l). Although smart governance has been widely promoted at the policy level, its practical implementation within local administrative organizations remains inconsistent (Sirisawat & Chaiya, 2025).

Given these challenges, it is essential to examine how specific managerial competencies influence organizational effectiveness in provincial contexts. (Worapongpat, 2025k). In particular, competencies such as strategic thinking, communication and relationship building, public service effectiveness (Worapongpat, 2025j) and transparency may play a critical role in shaping outcomes related to ICT utilization, data management, public participation, and sustainability. However, empirical evidence on these relationships remains limited (Sinjindawong et al., 2023).

Accordingly, this study aims to examine the managerial competencies of local government personnel and their influence on organizational effectiveness in Maha Sarakham Province (Worapongpat, 2025c). Using a quantitative research design, data were collected and analyzed through descriptive statistics, Pearson's correlation, and multiple regression analysis (Worapongpat, 2025d). The findings are expected to contribute to competency-based leadership theory by providing empirical evidence on the relationship between managerial competencies and organizational effectiveness. In addition, the study offers practical implications for strengthening managerial capacity and advancing smart local governance in provincial administrative organizations.

Research Objectives

1. To examine the level of managerial competencies among local government personnel in Maha Sarakham Province. The competencies investigated include strategic thinking, communication and relationship building, public service effectiveness, and transparency, as they are practiced in the daily operations of local administrative organizations.

2. To assess the level of organizational effectiveness of local government agencies in the province. This assessment focuses on key dimensions relevant to smart local governance, namely ICT utilization, data management, public participation, and sustainability.

3. To analyze the relationships between managerial competencies and organizational effectiveness in order to determine how specific competencies contribute to the effectiveness of local government agencies in a provincial context.

Research Hypotheses

H1: Strategic thinking competency has a significant positive effect on organizational effectiveness.

H2: Communication and relationship building competency has a significant positive effect on organizational effectiveness.

H3: Public service effectiveness competency has a significant positive effect on organizational effectiveness.

H4: Transparency competency has a significant positive effect on organizational effectiveness.

Research Conceptual Framework

This study integrates competency-based leadership theory with public sector effectiveness models to examine how managerial competencies influence organizational effectiveness in the context of smart local governance. Prior studies (Saman Siri Charoensuk 2022). emphasize that specific managerial competencies play a critical role in enhancing organizational capacity, service performance, and public trust (Worapongpat, 2025e).

In this study, managerial competencies are conceptualized as four key dimensions: strategic thinking, communication and relationship building, public service effectiveness, and transparency (Worapongpat, 2025i). These competencies represent the independent variables that are expected to influence organizational effectiveness.

Organizational effectiveness is defined through four core dimensions aligned with smart local governance: ICT utilization, data management, public participation,

and sustainability (Worapongpat, 2025h). These dimensions reflect both internal administrative capacity and external responsiveness to citizens (Worapongpat, 2025c).

Accordingly, the conceptual framework proposes that managerial competencies have a direct positive influence on organizational effectiveness (Singhalert, 2017). This relationship is examined through four hypotheses (H1–H4), which test the effect of each competency dimension on overall organizational effectiveness.

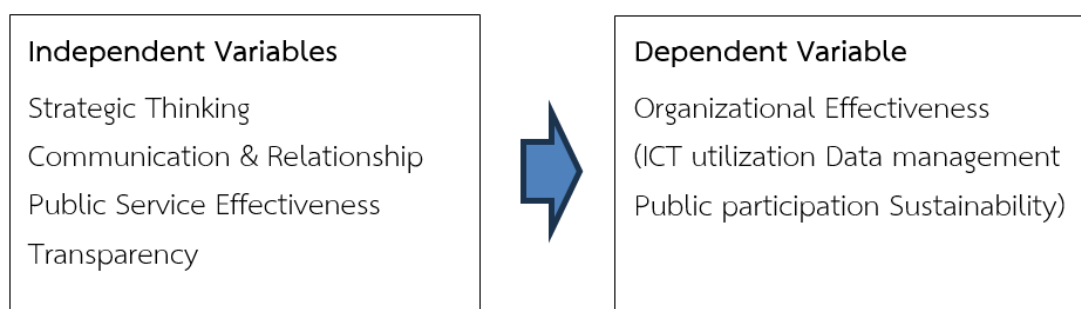


Figure 1. Conceptual Framework of the Research

Research Methodology

1. Population and Sample

The population of this study consisted of executives, civil servants, and personnel working in local government agencies in Maha Sarakham Province. Since the exact population size could not be determined, the sample size was calculated using Cochran’s formula at a 95% confidence level, a 5% margin of error, and a population proportion (p) of 0.5. The required sample size was 385 respondents.

To account for potential non-response, 400 questionnaires were distributed. Data were collected between January 1 and April 30, 2025. After data screening, 385 valid questionnaires were retained for analysis.

Stratified random sampling was employed to ensure representation across different organizational roles. The sample was stratified based on administrative positions, including executives, middle-level managers, and operational staff, to enhance the representativeness of the data.

2. Research Variables

The study consisted of independent and dependent variables.

Independent variables (X1–X4): managerial competencies, including Strategic thinking (X1)

Communication and relationship building (X2)

Public service effectiveness (X3)

Transparency (X4)

These competencies represent key managerial capabilities influencing organizational performance.

Dependent variable (Y): organizational effectiveness, measured through four dimensions aligned with smart local governance:

ICT utilization

Data management

Public participation

Sustainability

3. Research Instrument

Data were collected using a structured questionnaire divided into three sections. The first section measured managerial competencies, and the second section assessed organizational effectiveness. Both sections used a five-point Likert scale. The third section collected demographic information.

Content validity was assessed by five experts, yielding index of item-objective congruence (IOC) values ranging from 0.80 to 1.00. A pilot test was conducted with 30 respondents from a similar population; these participants were excluded from the main study to prevent data contamination.

The results showed acceptable item-total correlations (0.287–0.878), and the overall reliability coefficient (Cronbach's alpha) was 0.891, indicating high internal consistency.

4. Data Collection

Formal permission was obtained from relevant local administrative organizations prior to data collection. Questionnaires were distributed via an online platform (Google Forms), allowing for efficient data collection across the province. All responses were screened for completeness and accuracy before analysis.

5. Data Analysis

Both descriptive and inferential statistics were employed. Descriptive statistics, including mean ($\bar{x}$) and standard deviation (SD), were used to summarize the levels of managerial competencies and organizational effectiveness.

Pearson's correlation coefficient was applied to examine the relationships between variables. Multiple regression analysis was conducted to identify the significant predictors of organizational effectiveness.

Prior to regression analysis, statistical assumptions were tested. Multicollinearity was assessed using Variance Inflation Factor (VIF) and Tolerance values, while normality and linearity assumptions were also examined. The results confirmed that the data met the required assumptions for regression analysis.

Research Results

1. Demographic Characteristics of Respondents

Table 1 presents the demographic characteristics of the respondents (n = 385). The sample consisted of executives (25.97%), government officials (25.97%), and employees (48.05%).

In terms of educational background, the majority held a bachelor's degree (61.56%), followed by a master's degree (37.14%) and a doctoral degree (1.30%).

Regarding work experience, most respondents had 5–10 years of experience (37.66%), followed by less than 5 years (32.21%).

Table 1 Demographic Characteristics of Respondents

Demographic Information	Category	Frequency (n=385)	Percentage (%)
Position	Executive	100	25.97
	Government Official	100	25.97
	Employee	85	22.08
Highest Education Level	Bachelor's Degree	237	61.56
	Master's Degree	143	37.14
	Doctoral Degree	5	1.30
Work Experience	Less than 5 years	124	32.21
	5 - 10 years	145	37.66
	11 – 15 years	86	22.34
	16 – 20 years	21	5.45
	More than 20 years	9	2.34

2. Managerial Competency Levels

Table 2 shows that the overall level of managerial competencies was rated at the highest level ($\bar{x}$ = 4.51, SD = 0.50).

Table 2 Managerial Competency Levels

Administrator Competency	$\bar{x}$	S.D.	Interpretation
1. Strategic Thinking Competency	4.44	0.56	Highest
2. Communication and Relationship Building Competency	4.54	0.58	Highest
3. Effectiveness in Public Service Delivery	4.50	0.47	Highest
4. Transparency in Administration	4.57	0.40	Highest
Overall	4.51	0.50	Highest

Among the four competencies, transparency in administration had the highest mean score ($\bar{x}$ = 4.57), followed by communication and relationship building ($\bar{x}$ = 4.54) and public service effectiveness ($\bar{x}$ = 4.50). Strategic thinking had the lowest mean score ($\bar{x}$ = 4.44), although it was still rated at the highest level.

3. Organizational Effectiveness

As shown in Table 3, the overall level of organizational effectiveness was rated at the highest level ($\bar{x}$ = 4.47, SD = 0.54).

Table 3 Organizational Effectiveness

Effectiveness Dimensions of Local Government Agencies	$\bar{x}$	SD	Interpretation
1. Use of Information and Communication Technology (ICT) for Urban Development	4.52	0.52	Highest
2. Data Management and Data Analytics	4.37	0.56	High
3. Development and Promotion of Public Participation	4.44	0.54	Highest
4. Sustainability and Sustainable Development	4.53	0.53	Highest
Overall	4.47	0.54	Highest

Sustainability and sustainable development had the highest mean score ($\bar{x}$ = 4.53), followed by ICT utilization ($\bar{x}$ = 4.52) and public participation ($\bar{x}$ = 4.44).

Data management and analytics had the lowest mean score ($\bar{x} = 4.37$), although it remained at a high level.

4. Correlation Analysis

Table 4 shows that all managerial competencies were positively and significantly correlated with organizational effectiveness at the 0.01 level ($p < .01$).

Table 4 Correlations among Variables

Variables	(X1)	(X2)	(X3)	(X4)	(Y)
(X1) Strategic Thinking Competency	1.00				
(X2) Communication and Relationship Building Competency	.577**	1.00			
(X3) Public Service Effectiveness	.618**	.481**	1.00		
(X4) Transparency in Administration	.810**	.698**	.745**	1.00	
(Y) Effectiveness of Local Government Towards Becoming a Smart Local Government	.771**	.536**	.815**	.831**	1.00

** $p < .01$

Transparency demonstrated the strongest relationship with organizational effectiveness ($r = .831$), followed by public service effectiveness ($r = .815$) and strategic thinking ($r = .771$). Communication and relationship building also showed a significant positive correlation ($r = .536$).

5. Regression Analysis

Table 5 presents the results of the stepwise multiple regression analysis. Three competencies were identified as significant predictors of organizational effectiveness.

Table 5 Results of Stepwise Multiple Regression Analysis

Predictor Variables	R	R ²	Adjusted R ²	Std. Error	F	P-value
X4: Transparency in Management	0.831	0.698	0.707	0.21268	0.708	0.000
X4, X3: + Public Service Effectiveness	0.880	0.782	0.781	0.18045	0.073	0.000
X4, X3, X1: + Strategic Thinking	0.892	0.804	0.803	0.17081	0.011	0.000

Transparency (X4) alone explained 69.8% of the variance ($R^2 = 0.698$). When public service effectiveness (X3) was added, the explained variance increased to 78.2% ($R^2 = 0.782$). The inclusion of strategic thinking (X1) further increased the explanatory power to 80.4% ($R^2 = 0.804$).

Table 6 Regression Coefficients of Predictors

Predictor Variables	B (Unstandardized Coefficients)	Std. Error	β (Standardized Coefficients)	t	P-value
(Constant)	-0.013	0.116	–	-0.180	0.000
X4: Transparency in Management	0.284	0.040	0.287	5.770**	0.000
X3: Public Service Effectiveness	0.462	0.030	0.426	11.602**	0.000
X1: Strategic Thinking	0.217	0.027	0.250	6.068**	0.000

Table 6 confirms that all three predictors were statistically significant ($p < .001$). Public service effectiveness had the strongest effect ($\beta = 0.426$), followed by transparency ($\beta = 0.287$) and strategic thinking ($\beta = 0.250$).

Table 6 (Regression Coefficients) confirms the predictive power of these competencies: Public Service Effectiveness ($\beta = 0.426$) is the strongest predictor. Transparency ($\beta = 0.287$) and Strategic Thinking ($\beta = 0.250$) also significantly predict organizational effectiveness ($p < .001$ for all).

Discussion

1. Administrator Competency Levels in a Provincial Context. The findings indicate that local government administrators in Maha Sarakham perceive themselves as possessing a high level of managerial competency, particularly in transparency and communication and relationship building. This result is consistent with prior studies that highlight the importance of these competencies in enhancing public sector performance and trust (Butsara Phon Phuangpanya, 2024). However, this high level of perceived competency should be interpreted with caution. In provincial administrative contexts, competency ratings may partly reflect normative expectations and organizational culture rather than fully institutionalized practices. Similar observations

have been reported in earlier research, which suggests that competencies such as transparency are often formally adopted but not always substantively implemented in everyday governance processes (Chompotjananan & Vichit-Vadakan, 2022). Although strategic thinking was rated at a high level, it had the lowest mean among the competencies. This finding aligns with studies indicating that long-term planning and anticipatory governance are often constrained in local government settings due to limited resources and frequent policy changes (Chantarasombat, 2021). From a theoretical perspective, these findings support competency-based leadership models but also suggest that such models may overestimate the alignment between perceived competencies and actual managerial practices (Worapongpat, 2025f). Therefore, leadership development initiatives should emphasize the practical application of competencies, particularly strategic thinking and communication, within real administrative constraints.

2. Organizational Effectiveness and Uneven Progress toward Smart Governance

The results show that local government agencies in Maha Sarakham demonstrate a high level of organizational effectiveness, particularly in sustainability, ICT utilization, and public participation. This finding is consistent with prior studies emphasizing the role of community engagement and participatory governance in strengthening local administrative performance (Gqamane & Taylor, 2013). However, the relatively lower performance in data management and analytics highlights a critical limitation in the transition toward smart local governance. Previous research has similarly identified that the presence of ICT infrastructure does not necessarily translate into effective data-driven decision-making (Khaenamkhaew, et al., 2023). This uneven pattern of effectiveness suggests that smart governance in provincial contexts often develops incrementally rather than systematically. While policy frameworks promote digital transformation, actual implementation tends to lag behind due to limited analytical capacity and organizational learning. Addressing this gap requires not only technological investment but also the development of data literacy and evidence-based management practices within local government agencies.

3. Interpreting the Relationship between Competencies and Organizational Effectiveness.

The results of the correlation and regression analyses reveal that transparency, public service effectiveness, and strategic thinking are significant

predictors of organizational effectiveness. Transparency emerged as the strongest predictor, highlighting its critical role in enhancing trust, legitimacy, and perceived performance. This finding is consistent with previous studies that emphasize transparency as a key driver of public sector effectiveness (Worapongpat, 2026d). Public service effectiveness demonstrated the strongest standardized effect, reinforcing the importance of citizen-oriented service delivery in local governance. This aligns with existing literature suggesting that service outcomes remain a primary indicator of government performance (Worapongpat, 2026c). Strategic thinking also showed a significant effect, although its role appears to be more indirect, supporting coordination and long-term alignment. Interestingly, communication and relationship building competency was not identified as a significant predictor in the regression analysis, despite showing a significant positive correlation with organizational effectiveness (Thirawan, 2025). This may be explained by overlapping effects among competencies, particularly with transparency and service effectiveness, which also involve communication processes. Similar findings have been reported in prior studies, where multicollinearity or conceptual overlap reduces the independent predictive power of relational competencies (Worapongpat, 2026b). Furthermore, the high explanatory power of the regression model (Adjusted $R^2 = 0.804$) should be interpreted with caution, as it may reflect conceptual overlap among the independent variables. In public sector contexts, competencies such as transparency, service orientation, and strategic thinking are often interrelated and difficult to isolate empirically. Overall, these findings suggest that organizational effectiveness in local governance is shaped not by individual competencies alone but by the interaction of multiple managerial capacities within specific institutional contexts (Worapongpat, 2026a). From a policy perspective, competency development should be integrated into broader administrative reforms, with a focus on how competencies are operationalized in practice rather than treated as abstract leadership attributes.

New Knowledge from the Research

The study identified three key administrator competencies that significantly influence the effectiveness of local government agencies and form the foundation for developing a smart local government in Maha Sarakham Province (see Figure 2)

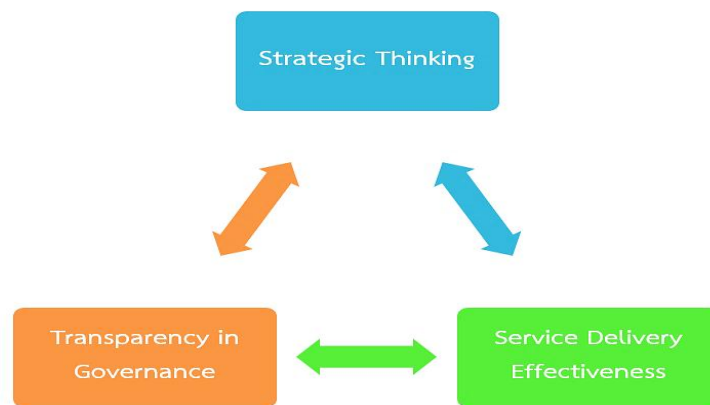


Figure 2. Administrator Competencies Influencing the Effectiveness of Local Government Agencies Toward a Smart Local Government in Maha Sarakham Province

This study generates new empirical insights into the role of managerial competencies in shaping organizational effectiveness within a provincial governance context. The findings identify three key competencies—transparency, public service effectiveness, and strategic thinking—as the primary drivers of organizational effectiveness in local government agencies in Maha Sarakham Province.

Unlike prior studies that treat managerial competencies as a broad and unified construct, this research demonstrates that not all competencies contribute equally to organizational outcomes. In particular, communication and relationship building, although positively correlated with effectiveness, did not emerge as a significant predictor in the regression model. This suggests that certain competencies may operate indirectly or overlap conceptually with other leadership dimensions.

The study also highlights that transparency functions as a central mechanism linking managerial behavior to organizational performance, especially in building trust and perceived effectiveness in local governance. At the same time, public service effectiveness represents the most influential operational competency, emphasizing the importance of citizen-oriented outcomes. Strategic thinking, while significant, appears to play a supporting role in aligning long-term planning with organizational processes.

These findings contribute to competency-based leadership theory by proposing a more differentiated model of managerial competencies in the public sector. Rather

than assuming uniform effects, the study suggests a hierarchical and interactive structure of competencies that better reflects the realities of provincial governance.

Practically, the research offers a competency-based framework for developing smart local governance, emphasizing the integration of transparency, service effectiveness, and strategic alignment as core pillars. This framework can be applied to guide leadership development, organizational reform, and policy design in local government agencies.

Recommendations

1. Practical Implications and Application of Research Findings

Based on the findings of this study, several practical implications can be proposed for local government agencies in Maha Sarakham Province.

First, local administrative organizations should strengthen transparency as a core managerial competency, as it was identified as the strongest predictor of organizational effectiveness. This can be achieved by developing proactive transparency mechanisms, such as public information disclosure systems, digital service dashboards, and participatory monitoring processes that enhance accountability and citizen trust.

Second, public service effectiveness should be enhanced through citizen-centered service design. Local governments should adopt service innovation approaches, including feedback systems, service quality evaluation tools, and integrated service delivery platforms, to improve responsiveness to community needs.

Third, strategic thinking competency should be reinforced through structured capacity-building programs. This may include training in long-term planning, scenario analysis, and policy integration, particularly in the context of smart local governance. Strengthening strategic capacity will enable local administrators to better align short-term operations with long-term development goals.

In addition, the relatively lower performance in data management suggests the need for targeted investment in data systems and analytical capacity. Local government agencies should promote data literacy among staff, develop data management frameworks, and integrate data analytics into decision-making processes to support evidence-based governance.

Finally, although communication and relationship building did not emerge as a significant predictor, it remains an essential supporting competency. Therefore, local governments should continue to foster collaborative networks among agencies, communities, and external stakeholders to enhance knowledge sharing and policy coordination.

2. Suggestions for Future Research

Future studies should expand the scope of analysis to other provinces and administrative contexts in order to enhance the generalizability of the findings. Comparative studies between provinces at different stages of smart governance development would provide deeper insights into contextual variations.

In addition, future research should further explore the interaction between managerial competencies and digital governance systems, particularly how competencies influence the effective use of data, ICT, and citizen participation mechanisms.

Finally, the use of mixed-method approaches is recommended to complement quantitative findings with qualitative insights. Interviews or case studies could provide a deeper understanding of how managerial competencies are applied in practice and how they contribute to organizational transformation in local government settings.

References

- Butsara Phon Phuangpanya. (2024). Relational leadership of local administrators in the 21st century. *Journal of Interdisciplinary Social Development*, 2(5), 30-43.
- Chantarasombat, C. (2021). Collaboration for relieving poverty, social sevelopment and community well-being in Maha Sarakham Province, Thailand. *Multicultural Education*, 7(7), 3-11.
- Chompotjananan, B., & Vichit-Vadakan, J. (2022). Transforming villages into “Wisdom” villages: A descriptive analysis. *Journal of Public and Private Management*, 29(1), 5-5.
- Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). John Wilay & Sons.
- Gqamane, Z., & Taylor, J. D. (2013). Capacity building for effective local government leadership and governance. *Journal of Public Administration*, 48(si-1), 824-842.

- Khaenamkhaew, D., Onjun, P., Damrongwattana, J., & Prathum, B. (2023). The participation of community leaders for sustainable tourism development: a case study in Phipun District, Nakhon Si Thammarat Province, Thailand. *Cogent Social Sciences*, 9(1), 22-29.
- Kulthida Srattha Krang, Saruta Non Boon Rueang, Siriwan Khon Man, & Akkaraphong Boon Sirichai Thana Chot. (2024). Collaborative management. *Journal of Administration, Management, and Sustainable Development*, 2(4), 831-840.
- Niyomthanawat, J., & Worapongpat, N. (2025). Building tourist confidence and perceived value through social development and local engagement in Thai tourism. *SSRU International Journal of Management Science (IJMS)*, 12(2), 54-68.
<https://so10.tci-thaijo.org/index.php/ssru/article/view/3198>
- Nua-amnat, R., Brahmakappa, A., Pumturian, S., & Soonthondachar, J. (2021). The development of knowledge and elements of creative community “Smart community” of communities in Thai society. *Journal of Arts Management*, 5(3), 559-573.
- Phimkoh, P., Tesaputa, K., & Somprach, K.- orn. (2015). Program development for enhancing creative leadership among school administrators in local government organizations of Thailand. *The Journal of Behavioral Science*, 10(2), 79-94.
<https://doi.org/10.14456/ijbs.2015.44>
- Saman Siri Charoensuk. (2022). Leadership and conflict management. *Journal of Academic Research*, 5(6), 301-316.
- Singhalert, R. (2017). Factors affecting sustainable application of the sufficiency economy philosophy of households in Maha Sarakham Province. *Chophayom Journal*, 28(3), 308-315.
- Sinjindawong, S., Nuchniyom, R., & Pakakaew, K. (2023). Proposed policy for developing social innovations to create value for the aging. *Kasetsart Journal of Social Sciences*, 44(2), 615-622.
- Sirisawat, K., & Chaiya, C. (2025). Sustainable smart cities through collaborative governance: The Role of transformative leadership. *Journal of Public Administration, Public Affairs, and Management*, 23(1), 137-178.

- Thirawan, R. (2025). The management of innovation in the public sector to enhance effective and sustainable public services. *Journal of Public and Private Issues*, 2(3), 185-196.
- Worapongpat, N. (2025a). The desired leadership qualities of administrators influencing the development of a learning innovation organization for the development of local personnel in Mueang District, Mahasarakham Province. *Journal of Political Science and Public Administration, Kasetsart University (JPSPAKU)*, 3(1), 1-32.
- Worapongpat, N. (2025b). The role of leadership based on the ESG framework in influencing the performance efficiency of local employees: A case study of Mueang District, Maha Sarakham Province. *Journal of Public and Private Issues*, 2(3), 147-158. <https://so17.tci-thaijo.org/index.php/jppi/article/view/993>
- Worapongpat, N. (2025c). Reducing the digital divide and promoting access to public services for the elderly in local administrative organizations of Mueang District, Maha Sarakham Province. *Journal of Public and Private Issues*, 2(4), 232-241.
- Worapongpat, N. (2025d). Digital skills of local government executives in the 21st century and their relationship with employee performance in Mueang District, Maha Sarakham Province. *Trends of Humanities and Social Sciences Research*, 13(1), 96-108. <https://so03.tci-thaijo.org/index.php/Humanties-up/article/view/286667>
- Worapongpat, N. (2025e). Empowering leadership and organizational citizenship behavior of local government officials toward smart local development: A case Study of Mueang District, Maha Sarakham Province. *Asian Journal of Humanities and Social Innovation*, 2(3), 27-37.
- Worapongpat, N. (2025f). Innovative local leadership and community enterprise development: A participatory governance approach in Maha Sarakham Province, Thailand. *Wisdom Journal of Humanities and Social Sciences*, 2(10 October), 31-43.
- Worapongpat, N. (2025g). The influence of artificial intelligence technology utilization and personnel's knowledge and competency in AI applications on work performance in local administrative organizations: A case study of Maha Sarakham Province. *Nakhon Ratchasima Journal of Humanities and Social Sciences*, 1(5), 72-93.

- Worapongpat, N. (2025h). Strategic human resource management of entrepreneurs in the OEM-based health and beauty supplement industry in the local administrative area of Samut Sakhon. *Vocational Education Innovation and Research Journal*, 9(2), 44-59.
<https://so06.tci-thaijo.org/index.php/ve-irj/article/view/281947>
- Worapongpat, N. (2025i). Guidelines for developing the digital competency of local government personnel in Maha Sarakham Province. *HUSO Journal of Humanities and Social Sciences*, 9(2), 1-19.
<https://so06.tci-thaijo.org/index.php/husojournalpnru/article/view/288591>
- Worapongpat, N. (2025j). Factors influencing the purchase of local souvenirs for community empowerment and self-management: A case study of Kanom Kalaema Luang Porn in Nakhon Pathom Province. *Asian Journal of Humanities and Social Innovation*, 2(4), 52-65.
<https://so14.tci-thaijo.org/index.php/AJHSI/article/view/2122>
- Worapongpat, N. (2025k). Assessing essential needs for developing AI competencies among local administrative personnel toward smart local communities in Maha Sarakham Province. *Journal of Academic and Research in Social Sciences*, 1(4), 56-68.
- Worapongpat, N. (2025l). Guidelines for public service development through one-Stop services toward digital local government. *Nakhon Ratchasima Journal of Humanities and Social Sciences*, 1(6), 77-103.
<https://so11.tci-thaijo.org/index.php/NJHSS/article/view/2857>
- Worapongpat, N. (2025m). Behavioral traits and habitual dispositions of local innovators in fostering innovation within the operational practices of personnel in local administrative organizations, aiming to concretely advance the development of a “Smart Locality” in Maha Sarakham. *Journal of Political Science and Public Administration, Kasetsart University (JPSPAKU)*, 3(2), 48-84.
<https://so14.tci-thaijo.org/index.php/PSPAJKU/article/view/2081>

- Worapongpat, N. (2025n). Buddhist innovative leadership of entrepreneurs affecting employee workplace happiness in a contract manufacturing business for dietary supplements, health, and beauty products. *Journal of Management and Local Development*, 8(2), 21-48.
<https://so11.tci-thaijo.org/index.php/JMLD/article/view/1848>
- Worapongpat, N. (2025o). Organizational factors influencing the work performance of personnel in subdistrict health promoting hospitals (SHPHs) under the provincial administrative organization in Mueang District, Maha Sarakham Province. *Journal of Environmental Education Medical and Health*, 10(4), 1044-1052.
<https://so06.tci-thaijo.org/index.php/hej/article/view/290686>
- Worapongpat, N. (2025p). The attributes and professional ethics of local administrators significantly influence their work behaviors, particularly in terms of transparency, effective administration, and building public trust in Maha Sarakham Province. *Rajapark International Journal*, 2(3), 40-54.
<https://so20.tci-thaijo.org/index.php/RJPIJ/article/view/651>
- Worapongpat, N. (2025q). Impact of local administrators' behaviors on employee motivation in public local administrative organizations for realizing smart local governance: A case study of Maha Sarakham Province. *Modern Public Administration Science*, 2(6), 288-302.
<https://so17.tci-thaijo.org/index.php/jppi/article/view/1427>
- Worapongpat, N. (2026a). A causal relationship study of administrative concepts for social development, good organizational citizenship behavior, and work performance effectiveness of personnel in local government organizations, Maha Sarakham Province. *Modern Public Administrative Science*, 3(1), 42-56.
<https://so17.tci-thaijo.org/index.php/jppi/article/view/1612>
- Worapongpat, N. (2026b). Situational leadership of entrepreneurs influencing ESG and safety management: Employee perspectives in the health, beauty, and supplement manufacturing sector. *Community and Social Development Journal*, 27(1), 72-83. <https://doi.org/10.57260/csdj.2026.278679>

- Worapongpat, N. (2026c). Development of brain-based learning innovations to enhance Thai reading and writing skills in non-formal education: A case study of the special non-formal education center in Chonburi Province. *Journal of Education and Learning Reviews*, 3(1), e2541. <https://doi.org/10.60027/jelr.2026.e2541>
- Worapongpat, N. (2026d). The efficiency of work performance competencies of local government personnel in advancing toward a concrete smart locality: Evidence from Maha Sarakham Province. *Journal of Public Administration and Law Shinawatra University*, 3(1), 1-21.
<https://so17.tci-thaijo.org/index.php/palsiuj/article/view/1672>
- Worapongpat, N., Rasri, W., & Senawiang, P. (2025). Buddhist-based human resource management of local administrative organization executives in Mueang District, Maha Sarakham Province. *Asian Journal of Humanities and Social Innovation*, 2(4), 36-51.